Canadian Food Inspection Agency

2013–14 Estimates

Part III—Report on Plans and Priorities

Approved:

The Honourable Gerry Ritz, PC, MP
Minister of Agriculture and Agri-Food

Canadian Food Inspection Agency | Agence canadienne d'inspection des aliments

2013–14 Estimates

Report on Plans and Priorities

Canadian Food Inspection Agency

Canada

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Minister's Message

The Honourable Gerry Ritz, PC, MP
Minister of Agriculture and Agri-Food

Canada has one of the best food safety and animal and plant health regulatory systems in the world. But the world in which the Canadian Food Inspection Agency (CFIA) operates is changing and the Agency must continually evolve to ensure a high level of protection for Canadian families and support for our vital agri-food sector and plant and animal resource base.

Shaping the CFIA for the future means adapting to advances in science and technology and responding to changes in the environment, global agricultural trade patterns, available food products and consumer demands. The CFIA's 2013–14 Report on Plans and Priorities outlines how the Government of Canada will respond to these changes while continuing to move forward the Agency's day-to-day business.

The CFIA recently marked a significant milestone in its history. The *Safe Food for Canadians Act* (Bill S-11) was passed in Parliament and received Royal Assent. This new legislation consolidates the authorities of multiple food statutes into one Act. It also serves to complete the Government's response to the recommendations found in the *Report of the Independent Investigator into the 2008 Listeriosis Outbreak*. Moreover, the Agency, Canada's largest science-based regulator, is now supported by legislation that will strengthen food safety oversight, better protect consumers and enhance industry compliance.

Over the coming year the CFIA will continue to update its food, animal and plant regulations and modernize its inspection systems. A new and improved single food inspection model will be phased in starting in 2013.

As we move forward, the CFIA will increase its focus on prevention, consumer protection and transparency. For example, the Agency will begin consultations on its Food Labelling Modernization Initiative. In addition, the CFIA will continue to build on the progress it has already made in providing the public with useful and timely information about the work that it does and how it does it.

The CFIA will also remain active internationally, seeking to develop and maintain relationships globally. This includes continuing the important work initiated last year with the United States on the Beyond the Border and Regulatory Cooperation Council initiatives and supporting new trade and information-sharing relationships with other countries and international organizations.

The CFIA is meeting the challenges of a complex and ever-changing food safety, animal and plant health landscape. This is thanks in large measure to its highly-skilled and adaptive workforce. I continue to rely on the collaborative efforts of the CFIA and the entire Agriculture and Agri-Food portfolio to help meet the needs of consumers and the agri-food sector and to protect Canada's plant and animal resource base.

The CFIA will report on its progress in the Agency's 2013–14 Performance Report.

The Honourable Gerry Ritz, PC, MP
Minister of Agriculture and Agri-Food

Section I – Agency Overview

1.1 Raison d'être

The Canadian Food Inspection Agency (CFIA) is Canada's largest science-based regulatory agency. It has over 7,100[1] employees working across Canada in the National Capital Region (NCR) and in four operational areas (Atlantic, Quebec, Ontario and Western).

The CFIA is dedicated to safeguarding food, animal, and plant health, which enhances the health and well-being of Canada's people, environment, and economy.

The CFIA develops and delivers inspection and other services in order to:

- prevent and manage food safety risks;
- protect plant resources from pests, diseases and invasive species;
- prevent and manage animal and zoonotic diseases;
- contribute to consumer protection; and
- contribute to market access for Canada's food, plants, and animals.

The CFIA bases its activities on science, effective risk management, commitment to service and efficiency, and collaboration with domestic and international organizations that share its objectives.

THE CFIA'S LEGISLATIVE AUTHORITY

CFIA Wide

- *Agriculture and Agri-Food Administrative Monetary Penalties Act*
- *Canadian Food Inspection Agency Act*

Food

- *Safe Food for Canadians Act*
- *Canada Agricultural Products Act*
- *Consumer Packaging and Labelling Act* (as it relates to food)
- *Fish Inspection Act*
- *Food and Drugs Act* (as it relates to food)
- *Meat Inspection Act*

Plant

- *Fertilizers Act*
- *Plant Breeders' Rights Act*
- *Plant Protection Act*
- *Seeds Act*

Animal

- *Health of Animals Act*
- *Feeds Act*
- *Seeds Act*

[1] This number also includes active, leave without pay, paid leave, and suspended employees.

1.2 Responsibilities

THE CFIA'S KEY FEDERAL PARTNERS

- Agriculture and Agri-Food Canada
- Health Canada
- Public Health Agency of Canada
- Canada Border Services Agency
- Canadian Grain Commission
- Public Safety Canada
- Fisheries and Oceans Canada
- Natural Resources Canada, including Canadian Forest Service
- Foreign Affairs and International Trade Canada
- Environment Canada, including Canadian Wildlife Service

The CFIA is responsible for administering and enforcing 13 federal statutes and 38 sets of regulations, for regulating the safety and quality of food sold in Canada, and for supporting a sustainable plant and animal resource base. As of November 2012, the *Safe Food for Canadians Act* received Royal Assent. Prior to the *Safe Food for Canadians Act*, food safety in Canada was regulated under a suite of different statutes. This new legislation completes the CFIA's response to the recommendations found in the *Report of the Independent Investigator into the 2008 Listeriosis Outbreak* and serves to better position the Agency to evolve along with the rapidly changing food safety landscape by, among other things, strengthening oversight of food commodities being traded inter-provincially or internationally in order to better protect consumers. The CFIA shares many of its core responsibilities with other federal departments and agencies, with provincial, territorial and municipal authorities, and with other stakeholders.

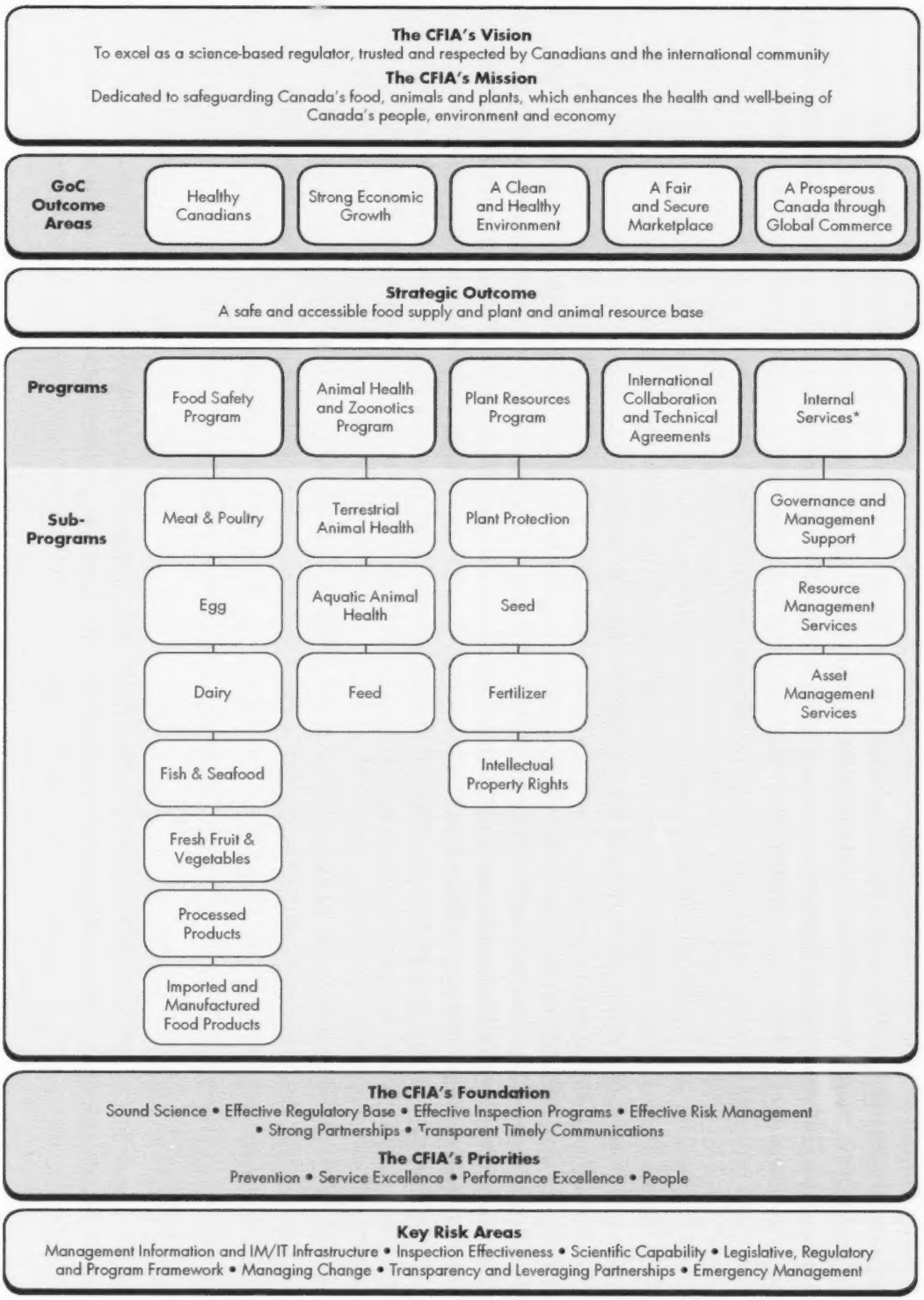
The CFIA works with its partners to implement food safety measures; manage food, animal, and plant risks and emergencies; and promote the development of food safety and disease control systems to maintain the safety of Canada's high-quality agriculture, agri-food, aquaculture and fishery products. The CFIA's activities include verifying the compliance of imported products; registering and inspecting establishments; testing food, animals, plants, and their related products; and approving the use of many agricultural inputs. The CFIA also provides scientific advice, develops new technologies, provides testing services, and conducts regulatory research.

At the CFIA, decisions are based on high-quality, timely, relevant science. Science informs policy development and program design and delivery through foresight, advice, risk assessment, the influence of international standards, research and development, and testing.

1.3 Strategic Outcome and Program Alignment Architecture

To effectively fulfill its responsibilities in safeguarding Canada's food and sustaining its animal and plant resource base, the CFIA aims to achieve one strategic outcome[2]: a safe and accessible food supply and plant and animal resource base. The CFIA's Program Alignment Architecture (PAA), shown in Figure 1, illustrates how the Agency's strategic outcome aligns with those of the Government of Canada and reflects how the Agency plans to allocate and manage its resources to achieve the corresponding expected results. The Agency's priorities are reviewed annually to facilitate effective resource management within the context of the PAA framework. The four priority areas established for 2013–14 are detailed further in Section 1.6 and Section II.

[2] A Strategic Outcome is defined as a long-term and enduring benefit to Canadians that stems from the Agency's vision and mission. It represents the difference the Agency intends to make for Canadians.


The CFIA's Vision
To excel as a science-based regulator, trusted and respected by Canadians and the international community
The CFIA's Mission
Dedicated to safeguarding Canada's food, animals and plants, which enhances the health and well-being of Canada's people, environment and economy
GoC Outcome Areas
Healthy Canadians
Strong Economic Growth
A Clean and Healthy Environment
A Fair and Secure Marketplace
A Prosperous Canada through Global Commerce
Strategic Outcome
A safe and accessible food supply and plant and animal resource base
Programs
Food Safety Program
Animal Health and Zoonotics Program
Plant Resources Program
International Collaboration and Technical Agreements
Internal Services*
Sub-Programs
Meat & Poultry
Egg
Dairy
Fish & Seafood
Fresh Fruit & Vegetables
Processed Products
Imported and Manufactured Food Products
Terrestrial Animal Health
Aquatic Animal Health
Feed
Plant Protection
Seed
Fertilizer
Intellectual Property Rights
Governance and Management Support
Resource Management Services
Asset Management Services
The CFIA's Foundation
Sound Science • Effective Regulatory Base • Effective Inspection Programs • Effective Risk Management • Strong Partnerships • Transparent Timely Communications
The CFIA's Priorities
Prevention • Service Excellence • Performance Excellence • People
Key Risk Areas
Management Information and IM/IT Infrastructure • Inspection Effectiveness • Scientific Capability • Legislative, Regulatory and Program Framework • Managing Change • Transparency and Leveraging Partnerships • Emergency Management

*The Internal Services program activity supports the CFIA's strategic outcome and all its programs

Figure 1: Program Alignment Architecture (PAA) for the CFIA

1.4 Contribution of Priorities to the Strategic Outcome

In 2012–13, the CFIA's activity planning was guided by four (4) overarching priorities: strong foundation, working closely with partners, enhancing services, and strengthening internal management. These priorities were rooted in the Agency's strategic change agenda. During the 2012–13 fiscal year, the change agenda, and its priorities were further refined through the Agency's ongoing Long-Term Strategic Planning (LTSP) exercise. By defining the Agency's long-term vision and carefully considering its key strategic risks, the Long-Term Strategic Plan assists the CFIA in mitigating its risks, strengthening its foundations, and effectively delivering its core program activities. The following table outlines the CFIA's priorities for 2013–14, based on the Agency's LTSP. As these priorities are refinements to the Agency's 2012–13 LTSP, they have been categorized as "previously committed to" for the sake of clarity.

Table 1-1: Summary of Priorities

Priority	Type[3]	Strategic Outcome and/or Program(s)
An increased focus on **prevention** which will provide an opportunity to minimize risks to human, animal and ecosystem health	Previously committed to	Food Safety Program, Animal Health and Zoonotics Program, Plant Resource Program and International Collaboration and Technical Agreements
Description		
Integrating proactive and preventive risk management approaches into all CFIA programs, including focus on partnerships and sharing of information, will help the CFIA to anticipate, prevent, prepare, and manage issues, including emergencies. Under this priority, the CFIA has established the following goals: • stakeholders have a clear and common understanding of the primary role that they play in managing risk; • proactive and preventive risk management approaches are integrated into all CFIA programs; • industry's prevention systems are verified; and • partnerships, networks and intelligence sharing help the CFIA anticipate, prevent, and prepare.		

[3] Type is defined as follows: **previously committed to** – committed to in the first or second fiscal year prior to the subject year of the report; **ongoing** – committed to at least three fiscal years prior to the subject year of the report; and **new** – newly committed to in the reporting year of the RPP or DPR.

Priority	Type[3]	Strategic Outcome and/or Program(s)
The CFIA's role as an effective regulator will be enhanced by a focus on **service excellence**	Previously committed to	Food Safety Program, Animal Health and Zoonotics Program, Plant Resource Program and International Collaboration and Technical Agreements

Description

Strengthening the citizen-centred service delivery culture will result in enhanced program delivery and domestic and international stakeholders who have confidence in the CFIA as a trusted and credible regulator. Under this priority, the CFIA has established the following goals:

- robust inspection systems provide advice and oversight;
- service culture is embedded within the Agency;
- the CFIA is a trusted, transparent and credible regulator with adaptable, predictable and consistent program delivery; and
- CFIA services support efficient and effective regulation of the marketplace.

Priority	Type[3]	Strategic Outcome and/or Program(s)
Adapt and evolve to meet new demands and expectations with a focus on internal **performance excellence**	Previously committed to	All Programs

Description

Optimizing performance will enable the CFIA to evaluate the effectiveness of the Agency's policies and programs and to allocate resources to areas of highest risk. Under this priority, the CFIA has established the following goals:

- strong internal management systems and governance that support risk-based planning and allocation of resources; and
- a performance management mindset is embedded in the Agency.

Priority	Type[3]	Strategic Outcome and/or Program(s)
Focusing on **people** who are supported by training and tools	Previously committed to	All Programs

Description

Focusing on diverse talent, supported by training and modern tools will result in a stable and skilled CFIA workforce and adaptable and satisfied employees. Under this priority, the CFIA has established the following goals:

- the CFIA continues to retain and attract competent, qualified, and motivated personnel;
- individuals have the tools, training and information they need to support the Agency and progress in their careers; and
- the CFIA has the culture it needs to achieve the Long-Term Strategic Plan – a culture of engagement.

1.5 Risk Analysis

The CFIA strives to fulfill its mandate and responsibilities by balancing both risks and opportunities when designing its policies, programs and services. The CFIA's implementation of integrated risk and opportunity management supports informed decision-making and continuous improvement.

Through the Corporate Risk Profile (CRP) exercise and other various management practices, tools, and guides, the CFIA is fostering a responsible, risk-smart and opportunity-driven culture that focuses on informed decision-making, integrated business planning, and strategic resource allocation.

The CFIA recognizes that continuous improvement and maturity of practices are required. To ensure that its risk management approach remains effective and relevant, the CFIA has held discussions with its External Advisory Committee (EAC) and others to strengthen and validate its processes. Thus, the CFIA is constantly reviewing and updating its integrated risk management process and tools to reflect leading best practices.

The following table provides an overview of the most significant, overarching corporate risks and their corresponding response strategies, as identified in the 2012–13 CRP. The implementation of key mitigation strategies for each risk will reduce residual risk to levels deemed tolerable by the Agency. Further, given the convergent nature of the Agency's corporate risks, they are directly linked to all programs.

In pursuit of its strategic objective, the CFIA continues to support a foundation for sound business practices where integrated risk management is embedded in its planning, decision-making and management.

Table 1-2: Risk Summary

Risk Area	Key Mitigation Strategies and Activities	Linkage to Organizational Priority			
		Prevention	Service Excellence	Performance Excellence	People
Management Information and IM/IT Infrastructure There is a threat that the Agency will be unable to make risk-based decisions due to a lack of timely, accurate and useful data and information. *The fast- paced environment within which the Agency must operate means that decision-makers' information needs and expectations are increasingly complex and time-sensitive. Differences in how information is collected, analyzed and used across multiple systems may impede information sharing and timely operational and regulatory decision-making. Similarly, aging infrastructure limits capacity to take full advantage of available information.*	Strengthen planning, reporting & performance monitoring		✔	✔	
	Centre for Business Information Management		✔	✔	
	Knowledge Workspace Program		✔	✔	
	IM/IT Campaign Plan			✔	
Inspection Effectiveness There is a threat that the Agency will lack the appropriate inspection effectiveness to expeditiously prevent, detect and respond to threats to food safety, animals and plants. *The Agency delivers 14 inspection programs that have evolved independently, each with diverse and complex requirements. Further, CFIA inspectors must maintain ever-increasing levels of scientific and technical expertise as a result of changing methods of production, processing and distribution. Ensuring inspectors have the appropriate knowledge, tools and direction is increasingly challenging in this complex environment.*	Legislative renewal	✔	✔	✔	
	Inspection Modernization initiative	✔	✔	✔	✔
	Food Program framework and redesign	✔	✔	✔	✔

Risk Area	Key Mitigation Strategies and Activities	Linkage to Organizational Priority			
		Prevention	Service Excellence	Performance Excellence	People
Scientific Capability There is a threat that the Agency will not have the scientific capability to adapt and respond in a timely manner. *This, along with the globalization of the marketplace and the resulting increased demand to meet the diverse science-based inspection and testing requirements of international partners, challenges the CFIA to ensure that its inspectors, scientists and program specialists are able to keep pace and that laboratory infrastructure, tools and methodologies are able to meet demands. At the same time, the Agency has an opportunity to leverage scientific capability; this includes the improvement of knowledge, information sharing and emergency response through enhanced engagement with partners.*	Laboratory infrastructure strategy	✔			
	Human Resources Modernization Strategy				✔
	Enhance laboratory response capacity	✔		✔	
	Enhance surveillance and foresight	✔			
	Laboratory Network	✔			
Legislative, Regulatory and Program Frameworks There is a threat that the current legislative, regulatory and program framework will be unable to support the effective delivery of the Agency's mandate. *This risk is driven by the CFIA's rapidly changing operating environment coupled with an aging regulatory base. Significant advances in science and technology have impacted the production, processing and testing options available; consumers want more, better-quality and easily accessible information; industry continues to raise concerns about regulatory burden; and international partners are increasingly requiring the demonstration of comprehensive safety systems.*	Legislative renewal	✔	✔	✔	
	Multi-Year Regulatory Plan	✔	✔	✔	
	Food Program framework and redesign	✔	✔	✔	✔
	E-business and e-certification		✔		
	User fee / service standard modernization		✔		
	Red tape reduction initiatives		✔		

Risk Area	Key Mitigation Strategies and Activities	Linkage to Organizational Priority			
		Prevention	Service Excellence	Performance Excellence	People
Managing Change There is a threat that the Agency will be unable to effectively manage change on an ongoing basis. *The fiscal, regulatory and scientific environment within which the Agency operates requires on-going, carefully managed change as a regular part of business. The Agency faces the challenge of ensuring that it has the capacity to take timely advantage of opportunities for innovation while continuing to maintain or increase effectiveness and efficiency.*	Human Resources Modernization Strategy				✔
	Reinforce values and ethics		✔		
	Strengthen planning, reporting and performance monitoring		✔	✔	
	Enhance project management			✔	
	Enhance engagement – internal and public		✔		
Transparency and Leveraging Relationships There is an opportunity for the Agency to increase its transparency and accountability to stakeholders. *Canadians, industry, and our international partners are consistently demanding greater amounts of timely, understandable information. The broad use of technology is providing new opportunities to better engage and collaborate with industry, other governmental stakeholders and the public. This enables regulated parties to take steps to ensure compliance and helps to increase public awareness and confidence in the Canadian marketplace. The Agency has an opportunity to modernize its cost recovery regime to make it fairer and to reduce regulatory burden for industry, and it has the chance to adopt a more strategic approach to addressing increases in demand related to market access.*	Open and Transparent communication		✔		
	E-business and e-certification		✔		
	User fee / service standard modernization		✔		
	Red tape reduction initiatives		✔		
	US Food and Drug Administration (FDA) comparability & border initiatives		✔		

Risk Area	Key Mitigation Strategies and Activities	Linkage to Organizational Priority			
		Prevention	Service Excellence	Performance Excellence	People
Emergency Management There is a threat that the Agency is inadequately prepared for multiple, simultaneous or large-scale emergencies. *The CFIA has a well-developed emergency preparedness and response capacity for individual emergencies. That said, critical incidents and more complex emergencies could increase due to changes in human, animal and plant movement, complex processing and distribution chains, climate change, and changing production methods. The health of the population, the resource base, trade, and critical infrastructure could all be affected by a large-scale emergency such as a pandemic.*	*Existing risk mitigation strategies result in a tolerable level of residual risk.*				

1.6 Planning Summary

Taking a comprehensive and proactive approach to its annual planning and priority-setting exercises, and aligning these to Government of Canada outcomes, the Agency considers the impact of several factors. These include the global, national and economic environment; Government priorities; Agency strategic risks; its human and financial resource capacity; and past performance outcomes and related lessons learned. The plans and priorities presented in this report are based on a comprehensive assessment of the Agency's strategic risks (Section 1.7 Risk Analysis). Planning and performance assessment activities are carried out at all levels of the Agency; as such, these exercises form a part of its ongoing business.

1.6.1 Financial Resources and Human Resources

The following tables present the Agency's 2013–14 Main Estimates as well as the planned spending levels and full-time equivalents for the next three fiscal years (2013–14 to 2015–16) excluding funding extensions that the Agency will pursue. The 2013–14 Planned Spending is approximately $43.5 million higher than the Main Estimates for the same time period and includes the following resources that are not included in the Main Estimates: Renewal of resources for two years (2012–13 to 2013–14) to maintain increased frequency of food inspections in meat processing establishments; renewal of resources for four years (2012–13 to 2015–16) related to Listeriosis; new resources related to the Canada Border Services Agency (CBSA) led initiatives such as the Single Window Initiative and Trusted Traders and Trusted Travellers programs as outlined in the Beyond the Border Action Plan; as well as resources that are earmarked in the fiscal framework related to Food Safety Modernization.

Planned Spending is declining by $111.5 million and 931 FTEs from 2013–14 to 2015–16. The major items contributing to this decrease are:

- Budget 2012 Strategic Operating Review reductions. As part of this Review, the Agency has identified a number of opportunities across all Programs to reduce costs associated with management, administration and other internal functions; shared services with other government departments; as well as streamlining processes, simplifying regulatory requirements and providing single window access to specialized expertise. Administrative efficiencies will be found in the areas of management and administration, based largely in Ottawa. These administrative efficiency reductions are allocated proportionally across all programs. None of these efficiencies affect front-line food safety inspection staff.
- A decrease in funding for Food Safety Modernization. The decrease in funding is in line with approved investment plans related to the implementation of these projects (i.e. the level of required funding decreases as the projects near completion) and will not decrease the number of front-line food safety inspection staff. The funding will sunset in 2015-16.

- A transfer of resources to Public Works and Government Services Canada for the Consolidation of Pay Services Project.
- Certain funds which are scheduled to sunset; the CFIA plans to seek renewal of these sunsetting funds.

Table 1-3: Financial Resources

Financial Resources ($ Millions)			
Total Budgetary Expenditure (Main Estimates) 2013–14	**Planned Spending 2013–14**	**Planned Spending 2014–15**	**Planned Spending 2015–16**
687.9	731.4	636.6	619.9

Table 1-4: Human Resources

Human Resources (Full-time Equivalents – FTEs[4])		
2013–14	**2014–15**	**2015–16**
6,438	5,535	5,507

1.6.2 Planning Summary Tables

The following tables (1-5 to 1-7) highlight the Agency's strategic outcome and present a summary of the Agency's performance indicators and targets. Table 1-5 presents the Agency's forecasted spending for 2012–13 and planned spending over the next three fiscal years for each program.

[4] Full-Time Equivalent (FTE): A measure of human resource consumption, it calculates the number of assigned hours of work over the total hours of regularly scheduled work (37.5 hours per week over 12 months). For example, an employee who works half-time (18.75 hours per week) over a 12-month period is equivalent to a 0.5FTE.

Table 1-5: Planning Summary Table for Strategic Outcome and Programs ($ Millions)

Strategic Outcome	Program	Actual Spending 2010–11	Actual Spending 2011–12	Forecast Spending 2012–13	Planned Spending			Alignment to Government of Canada Outcomes
					2013–14	2014–15	2015–16	
A safe and accessible food supply and plant and animal resource base	Food Safety Program	313.8	328.9	360.9	352.7	330.5	314.5	Healthy Canadians
	Animal Health and Zoonotics Program	133.9	140.3	144.9	132.0	89.2	89.1	Healthy Canadians
	Plant Resources Program	80.1	84.0	92.0	84.7	74.4	74.1	A Clean and Healthy Environment
	International Collaboration and Technical Agreements	33.3	34.8	35.9	31.7	25.6	25.6	A Prosperous Canada through Global Commerce
Subtotal		**561.1**	**588.0**	**633.7**	**601.1**	**519.7**	**503.3**	

Table 1-6 Planning Summary Table for Internal Services ($ Millions)

Program	Actual Spending 2010–11	Actual Spending 2011–12	Forecast Spending 2012–13	Planned Spending		
				2013–14	2014–15	2015–16
Internal Services	160.7	149.7	143.9	130.3	116.9	116.6
Subtotal	**160.7**	**149.7**	**143.9**	**130.3**	**116.9**	**116.6**

Table 1-7 Planning Summary Totals ($ Millions)

Strategic Outcome(s) Program(s), and Internal Services	Actual Spending 2010–11	Actual Spending 2011–12	Forecast Spending 2012–13	Planned Spending		
				2013–14	2014–15	2015–16
Total	**721.8**	**737.7**	**777.6**	**731.4**	**636.6**	**619.9**

1.7 Expenditure Profile

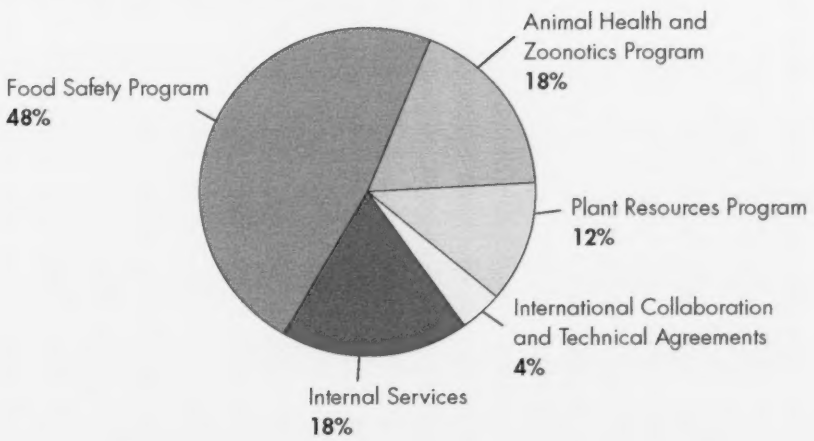


Figure 2: Percentage of 2013–14 Planned Spending by Program Activity

1.7.1 The CFIA's Spending Trend

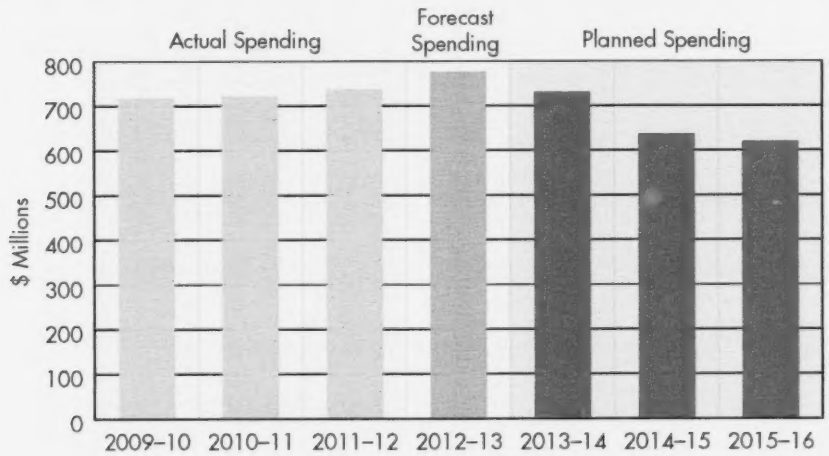


Figure 3: The CFIA's past and future spending within the context of a seven-year trend

1.7.2 Voted and Statutory Items

For information on our organizational appropriations, please see the *2013–14 Main Estimates*[5] publication.

[5] 2013–14 Main Estimates: http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp

Section II – Analysis of Programs by Strategic Outcome

This section details the CFIA's planned activities for its strategic outcome as informed by a number of factors, including Government and Agency priorities, the Agency's Corporate Risk Profile, and the application of lessons learned. Lessons learned may be derived from a variety of sources including: internal and external audits; internal program evaluations; stakeholder feedback and consultation; information from performance measurement (including quality management); and structured post-incident analysis following significant events such as an animal disease outbreak or a serious food safety recall. This section features key areas in which the CFIA will focus its efforts over the next three years. Please note that the CFIA's Performance Measurement Framework (PMF) was revised for the 2013–14 fiscal year.

2.1 Strategic Outcome: A Safe and Accessible Food Supply and Plant and Animal Resource Base

Mitigating risks to food safety is the CFIA's highest priority. Safeguarding the health and well-being of Canada's people, environment, and economy are the driving force behind the design and development of the CFIA's programs. The CFIA, in collaboration and partnership with industry, consumers, and federal, provincial and municipal organizations, continues to work towards protecting Canadians from preventable health risks related to food and zoonotic diseases.

The CFIA supports Canadian agriculture and the ability of agri-food businesses to enter domestic and global markets and compete successfully therein. To support this objective, the CFIA develops and enforces regulatory and program frameworks for imports and exports that meet both Canadian and international requirements. Regulatory and program frameworks are based on the most current and relevant information, and that they keep pace with a rapidly evolving, global environment; the CFIA engages in outreach and consultation activities with key stakeholders and partners (including those in industry), consumers, and international trade and standards organizations. In so doing, the CFIA is also able to maintain open and transparent communication with its stakeholder and consultative groups.

The CFIA is also focused on several horizontal initiatives aimed at contributing to consumer protection. Over the next year, the CFIA plans on implementing a new import licensing system as part of the Food Safety Action Plan, continuing to advance its food labelling modernization and transparency initiatives and continuing to deliver on many of its daily to day operational activities; these include public recall notices and import border blitzes designed to catch imported food items that may pose a health threat to Canadians.

Over the next few years, in an effort to offer greater consistency in program interpretation and delivery the CFIA will begin work towards establishing 16 centres of expertise (CoE) across Canada.. Each CoE will operate as a single window and will provide consistent technical advice, interpretation, guidance and specialized knowledge to the CFIA front-line inspectors and regulated parties. Specific CoEs will deal with such subjects as processed meat and poultry, forestry, and aquatic animals among others subjects. CoEs will consolidate program and administrative expertise to improve the effectiveness, efficiency, consistency and quality of service delivery.

The performance tables listed in the preceding pages describes the performance indicators used to measure the extent to which the CFIA is achieving its single strategic outcome. (See Tables 2-1, 2-2, 2-3 and 2-4).

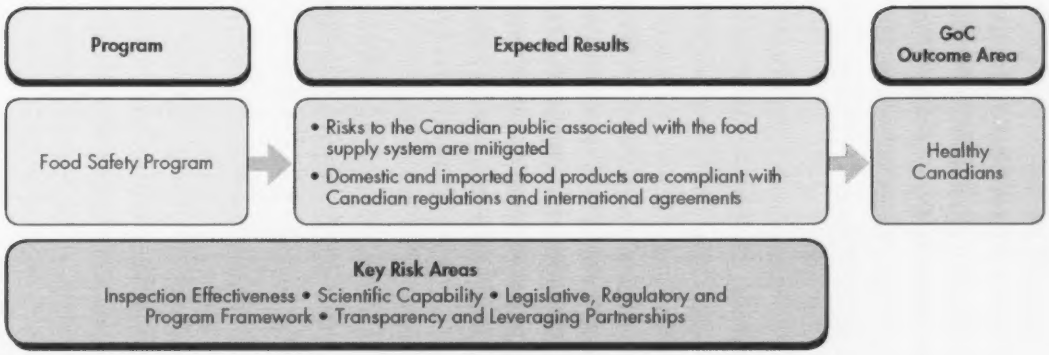
To be successful in delivering on its strategic outcome, the CFIA has developed a robust risk management discipline, fostering its use throughout the Agency. As such, the CFIA continually monitors and assesses its operating environment in order to be aware of the threats and opportunities concerned with the achievement of its desired outcome. A cornerstone of its risk management process is the development of an Agency-wide Corporate Risk Profile (CRP) are articulated in Table 1-5.

In order to mitigate these risks and achieve its strategic outcome, the Agency will, through the actions of its program activities (Food Safety, Animal Health and Zoonotics, Plant Resources, International Collaboration and Technical Agreements), concentrate its 2013–14 efforts on the delivery of key initiatives supporting the following four priorities:

- An increased focus on **prevention** which will provide an opportunity to minimize risks to human, animal and plant health;
- The CFIA's role as an effective regulator will be enhanced by a focus on **service excellence**;
- Adapt and evolve to meet new demands and expectations with a focus on internal **performance excellence**; and
- Focusing on **people** who are supported by training and tools

2.1.1 Program Summary

2.1.1.1 Food Safety Program


Program
Expected Results
GoC Outcome Area
Food Safety Program
• Risks to the Canadian public associated with the food supply system are mitigated
• Domestic and imported food products are compliant with Canadian regulations and international agreements
Healthy Canadians
Key Risk Areas
Inspection Effectiveness • Scientific Capability • Legislative, Regulatory and Program Framework • Transparency and Leveraging Partnerships

Program Description

The Food Safety Program aims to mitigate risks to public health associated with diseases and other health hazards in the food supply system and to manage food safety emergencies and incidents. The program achieves its objectives by promoting food safety awareness through public engagement and verification of compliance by industry with standards and science-based regulations. The program delivers initiatives to verify that consumers receive food safety and nutrition information and to mitigate unfair market practices targeting consumers and industry. Collaboration with other governments and stakeholders further enhances the Agency's ability to track, detect and mitigate risks associated with food and the food supply system, including food-borne illness. This program supports public health and instils confidence in Canada's food system.

Planning Highlights

In recognition of the rapidly evolving food safety environment, and in an effort to modernize and simplify federal legislation and regulations affecting food safety, the Government enacted the *Safe Food for Canadians Act* in November 2012. Prior to the *Safe Food for Canadians Act*, food safety in Canada was regulated under a suite of different statutes: the *Food and Drugs Act*, *Fish Inspection Act*, *Meat Inspection Act*, *Canada Agricultural Products Act*, and the *Consumer Packaging and Labelling Act*. The new *Safe Food for Canadians Act* legislation completes the CFIA's response to the recommendations found in the *Report of the Independent Investigator into the 2008 Listeriosis Outbreak* and serves to better position the Agency to evolve along with the rapidly changing food safety landscape by, among other things, strengthening oversight of food commodities being traded inter-provincially or internationally so as to better protect consumers.

To support this new Act, the CFIA will work towards the development of a Single Food Program including new food safety regulations. By moving to an integrated food safety program that provides a consistent approach to inspections, the CFIA will be able to improve the efficiency and effectiveness of its service delivery. The CFIA will be carrying

out a number of complementary initiatives to support the design and implementation of a Single Food Program: regulatory reform, stakeholder education and compliance promotion, service delivery improvements, and modernizing science capacity modernization.

Modernization

In 2013–14 specifically, the CFIA expects to have a draft regulatory framework available for consultation. Underlying the development of this new set of regulations will be a set principles to improve consistency and reduce complexity in regulation, while supporting innovation and reducing unnecessary burdens on stakeholders. Building on successful stakeholder engagement, the CFIA will engage regulatory partners from both the domestic and importing sectors at different stages of the process.

Aligned with the development of a Single Food Program, in the coming year the CFIA will continue to leverage the $100 million announced in Budget 2011 over five years as well as the $40 million reallocated internally, to support the modernization of its inspection system. In recognition of the importance of hearing from all stakeholders potentially affected by changes to the food safety program, beginning in December 2011, the CFIA held a series of engagement sessions with unions, internal managers, frontline staff, and industry stakeholders. These discussions were designed to initiate dialogue and improve understanding of inspection modernization; overall, feedback has been positive.

As a result of these discussions, five common components of food inspection were identified, and related design principles were articulated and used in the development of an improved food inspection model. In 2013–14, the CFIA will begin to phase in the implementation of its new food inspection model (developed in 2012–13). This phased-in implementation will include exploring options for the development of an IM/IT solution to deliver the new inspection model and the development of a Risk-based Inspection Oversight (RBIO) framework and risk tool. During this phased-in implementation process, the CFIA will continue communicating and engaging with government and industry partners. This process will also combine effective engagement with foreign governments to enable the recognition of the new food inspection model.

To help facilitate the modernized food safety inspection model, refresher training for existing inspection staff will continue to roll out. In addition, the six-week Pre-requisite Employment Program (PREP) Core Training will be launched April 2014, training approximately 200 new inspection staff. The CFIA will also implement a Learning Content Management System (LCMS) which will be used to manage course content and support ongoing inspection learning and training through an increased blended approach (e-learning/classroom).

Budget 2011 also provided the CFIA with $19.8 million over five years to strengthen its scientific capacities in support of the new food inspection model. In 2013–14, the CFIA will complete the contracting process for making improvements to the food laboratory structure at its Toronto and St-Hyacinthe laboratories and it will continue to hire scientists in key areas to enhance CFIA's food science capacity.

Programs

The CFIA will continue to work towards modernizing its food labelling system. In 2013–14, the CFIA will begin consultations with stakeholders, which will provide the basis for modernization strategy recommendations on a modernization strategy. The Food Labelling Modernization Initiative will focus on areas of food labelling that are the responsibility of the CFIA, including roles and responsibilities, partnerships, regulations, policy and program development and service delivery. This modernization initiative will strive to balance the needs of Canadian consumers, industry and government.

Under the Food Safety Action Plan (FSAP) initiative, the Imported and Manufactured Food Program (IMFP) is developing and preparing to deliver training associated with the revised compliance verification (CVS) inspection process. The training of current staff in the CVS-IMFP process will be completed by July 31, 2013, and will be complemented by on-the-job coaching as well as other technical training deliveries. Training developed in response to the Weatherill Report (nine weeks of Meat Processing School) will continue with an ongoing focus on the training of current meat processing inspectors using the updated materials.

Federal and provincial governments remain committed to working together and with industry to enhance meat and poultry product safety. Specifically, the CFIA will build on work (completed in 2012–13) relating to the Pathogen Reduction Initiative the goal of which was to reduce the health risks and the economic impact of food-borne pathogen in Canadian meat and poultry. In 2013–14, the CFIA will focus its efforts on completing the Microbiological Baseline Study (MBS) in broiler chicken to assess current pathogens levels in Canadian meat and poultry and form the basis of to establish pathogen reduction targets and strategies. Additionally, the CFIA will implement changes agreed-upon by provinces by returning provincial meat inspection activities to the provinces of British Columbia, Saskatchewan and Manitoba. There will be no impact on food safety, as provinces will be delivering the required inspection services.

DID YOU KNOW

The website **www.foodsafety.gc.ca**[6] provides the most up-to-date information to consumers in Canada about recalls, for safe food handling and preparation, food allergies, information on food about poisoning, and food facts.

The CFIA will continue ensuring industry's adherence to Health Canada's updated *Listeria* Policy (released in April 2011) by conducting inspections to verify the effectiveness of industry controls related to *Listeria*; conducting expanded environmental sampling for high-risk ready-to-eat (RTE) foods; evaluating industry studies and validating safety measures taken to limit or prevent the growth of *Listeria* in RTE foods. As per the additional money received in Budget 2012, the CFIA will continue its sustained effort on these critical activities.

Finally, an in-depth review will be of the incident and recall of XL Food Inc. products contaminated with *E.coli* 0157 that occurred in September 2012. This will allow the CFIA to assess how the incident unfolded and identify what went well and areas that must be improved to strengthen the Canadian food safety system.

[6] Food Safety website: http://www.foodsafety.gc.ca/english/introe.asp

Table 2-1: Planning Summary – Food Safety Program

Financial Resources ($ Millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
312.2	352.7	330.5	314.5

Human Resources (Full-Time Equivalent – FTE)

2013–14	2014–15	2015–16
3,218	2,897	2,897

Planned Spending for the Food Safety Program is declining by $38.2 million from 2013–14 to 2015–16. The major items contributing to this decrease are:

- The Budget 2012 Strategic Operating Review. Included in the Review is the return of meat inspection activities within provincially registered establishments to the provinces of British Columbia, Saskatchewan and Manitoba. This measure was previously announced as a priority for the CFIA and its provincial partners. Oversight within these establishments will be provided by provincial authorities, as is the case in all other provinces. Agency front-line food safety inspection staff currently doing this work will be given guaranteed job offers to stay with the CFIA.
- A decrease in funding for Food Safety Modernization. The decrease in funding is in line with approved investment plans related to the implementation of these projects (i.e. the level of required funding decreases as the projects near completion). The funding will sunset in 2015–16.
- The sunsetting of resources relating to some inspection activities; the CFIA plans to seek renewal of these sunsetting resources.

Discrepancies identified in the 2011–12 Departmental Performance Report regarding the alignment of authorities and FTEs by Program as a result of the renewal of the Program Alignment Architecture in 2011–12, have now been addressed.

Program – 1.1 Food Safety Program

Program Expected Results	Performance Indicators	Targets
Risks to the Canadian public associated with the food supply system are mitigated	Number of commodity areas where federally-registered establishments meet established compliance targets	6 out of 6
	Percentage of Public Warnings for Class I food recalls that are issued within 24 hours of a recall decision	100 % of Class I recalls are issued within 24 hours of a recall decision
	Percentage of Public Warnings for Class II food recalls that are issued within 24 hours of a recall decision	95%
Domestic and imported food products are compliant with Canadian regulations and international agreements	Number of commodity areas where domestic food products meet established compliance targets	6 out of 6
	Number of commodity areas where imported food products meet established compliance targets	6 out of 6
Additional information: The CFIA's Food Safety Action Plan: http://www.inspection.gc.ca/english/fssa/concen/concengov/govplane.shtml Listeria Policy update: http://www.inspection.gc.ca/english/fssa/transp/prog/prog1003e.shtml Compliance Verification System Procedures: http://www.inspection.gc.ca/english/fssa/meavia/man/ch18/table18e.shtml		

Sub-Program – 1.1.1 Meat and Poultry

Sub-program Expected Results	Performance Indicators	Targets
Federally registered meat and poultry establishments meet federal regulations	Percentage of inspected federally registered meat and poultry establishments in compliance with federal regulations	98%
Meat and poultry products for domestic consumption meet federal regulations	Percentage of tested domestic meat and poultry products in compliance with federal regulations	95%
	Percentage of tested imported meat and poultry products in compliance with federal regulations	95%

Sub-Program – 1.1.2 Egg

Sub-program Expected Results	Performance Indicators	Targets
Federally registered shell egg establishments meet federal regulations	Percentage of inspected federally registered shell egg establishments in compliance with federal regulations	98%
Shell egg and egg products for domestic consumption meet federal regulations	Percentage of tested domestic shell egg and egg products in compliance with federal regulations	95%
	Percentage of tested imported shell egg and egg products in compliance with federal regulations	95%

Sub-Program – 1.1.3 Dairy

Sub-program Expected Results	Performance Indicators	Targets
Federally registered dairy establishments meet federal regulations	Percentage of inspected federally registered dairy establishments in compliance with federal regulations	98%
Dairy products for domestic consumption meet federal regulations	Percentage of tested domestic dairy products in compliance with federal regulations	95%
	Percentage of tested imported dairy products in compliance with federal regulations	95%

Sub-Program – 1.1.4 Fish & Seafood

Sub-program Expected Results	Performance Indicators	Targets
Federally registered fish and seafood establishments meet federal regulations	Percentage of inspected federally registered fish and seafood establishments in compliance with federal regulations	98%
Fish and seafood products for domestic consumption meet federal regulations	Percentage of tested domestic fish and seafood products in compliance with federal regulations	95%
	Percentage of tested imported fish and seafood products in compliance with federal regulations	95%

Sub-Program – 1.1.5 Fresh Fruits and Vegetables

Sub-program Expected Results	Performance Indicators	Targets
Federally registered fresh fruits and vegetables establishments meet federal regulations	Percentage of inspected federally registered fresh fruit and vegetable establishments in compliance with federal regulations	98%
Fresh fruit and vegetable products for domestic consumption meet federal regulations	Percentage of tested domestic fresh fruit and vegetable samples in compliance with federal regulations	95%
	Percentage of tested imported fresh fruits and vegetables samples in compliance with federal regulations	95%

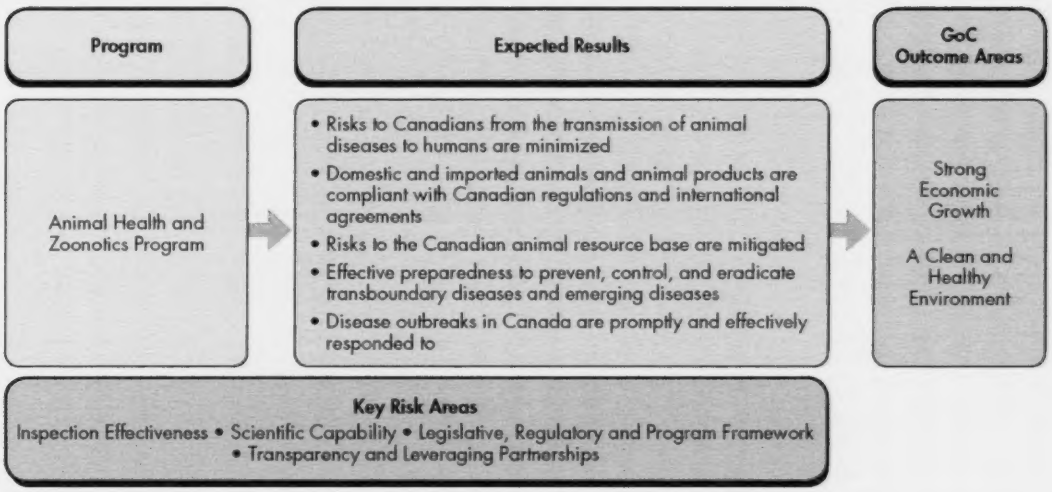
Sub-Program – 1.1.6 Processed Products

Sub-program Expected Results	Performance Indicators	Targets
Federally registered processed products establishments meet federal regulations	Percentage of inspected federally registered processed products establishments in compliance with federal regulations	98%
Processed products for domestic consumption meet federal regulations	Percentage of tested domestic processed products in compliance with federal regulations	95%
	Percentage of tested imported processed products in compliance with federal regulations	95%

Sub-Program – 1.1.7 Imported and Manufactured Food Products

Sub-program Expected Results	Performance Indicators	Targets
Risks to the Canadian public associated with imported and manufactured food (IMF) products are mitigated	Percentage of major health risks in the imported and manufactured food sector that are addressed through the annual update to food safety inspection programs	95%
	Percentage of inspected IMF products with accurate net quantity, composition, labelling and advertising	70%

2.1.1.2 Animal Health and Zoonotics Program


Program
Expected Results
GoC Outcome Areas
Animal Health and Zoonotics Program
• Risks to Canadians from the transmission of animal diseases to humans are minimized
• Domestic and imported animals and animal products are compliant with Canadian regulations and international agreements
• Risks to the Canadian animal resource base are mitigated
• Effective preparedness to prevent, control, and eradicate transboundary diseases and emerging diseases
• Disease outbreaks in Canada are promptly and effectively responded to
Strong Economic Growth
A Clean and Healthy Environment
Key Risk Areas
Inspection Effectiveness • Scientific Capability • Legislative, Regulatory and Program Framework • Transparency and Leveraging Partnerships

Program Description

The Animal Health and Zoonotics Program aims to mitigate risks to Canada's animal resource base, animal feeds and animal products, which are integral to a safe and accessible food supply system as well as to public health. The program achieves its objectives by mitigating risks to Canada's animals (including livestock and aquatic animals) from regulated diseases, managing animal disease emergencies and incidents, mitigating and managing risks to livestock and derived food products associated with feed, promoting animal welfare and guarding against deliberate threats to the animal resource base. The program helps to mitigate risks associated with animal diseases that can be transmitted to humans by controlling diseases within animal populations. This program supports the health of Canada's animal resources and instils confidence in the safety of Canada's animals, animal products and by-products, and production systems.

Planning Highlights

The Animal Health and Zoonotics Program will continue its core activities in support of animal disease prevention, preparedness, response and recovery. The development and delivery of these core activities will be based on effective relationships with stakeholders and partners. The CFIA will continue to follow a collaborative approach with stakeholders by sharing best practices, information, and expertise in support of a strong and healthy farmed animal industry. These core activities will support market access for the export of animals and animal products by demonstrating adequate control of, or freedom from, regulated diseases.

The CFIA will be developing a performance measurement framework to support the Animal Health Program Framework with the long-term goal of improving the delivery of the Animal Health Program. Additionally, the CFIA is committed to developing five-year strategic plans for each of the three Animal Health Divisions to improve accountability and better support decision-making within the animal health sector.

DID YOU KNOW

Approximately 50% of the overall complete feed equivalent volume required to feed all livestock and poultry in Canada is manufactured in on-farm mixing establishments.

Programs

The CFIA will work with other federal departments, provinces, territories, and the private sector to determine appropriate levels of regulation for certain animal diseases. For example, the Agency has initiated a study to develop objective criteria to categorize animal diseases, which will be used to develop an updated animal health system with clearly defined roles and responsibilities among federal and provincial governments, and the private sector. This will help determine which disease prevention and response activities are appropriately led by the federal government, the provincial and territorial governments and the private sector. Animal Health is also implementing an Alternative Service Delivery (ASD) program to identify additional opportunities to achieve greater efficiency between the CFIA and the private sector. The objective of this program is to build a shared responsibility model for effectively managing risk with industry.

In 2013–14 the CFIA, in conjunction with the United States Department of Agriculture, industry, and state and provincial governments, will develop a common guidance framework for the recognition of zoning decisions in the event of a highly contagious Foreign Animal Disease (FAD) outbreak. This guidance framework will apply to both Canada and the United States to allow both countries to be collectively protected from disease while permitting the continuation of bilateral trade between zones which remain from disease-free.

With respect to the Canadian aquatic animal resource base, the CFIA will implement the new Import Program for Aquatics. Additionally, the CFIA is implementing a new Domestic Movement Control program for aquatic animals as well as Information Management projects to further support the aquatics program. These initiatives will ensure that the Canadian aquatic animal sector is compliant with regulations, that inspection staff are well positioned to deliver services, and that risks to the Canadian aquatic animal resource base are mitigated.

To support and maintain a modernized and efficient animal health surveillance system, the CFIA will update its animal health surveillance plan using an internationally recognized approach to prioritization. Once fully implemented, the plan will assist in maintaining accurate intelligence on the movement and emergence of animal disease threats to the Canadian herd. This work is part of an ongoing effort to build the national surveillance capacity for ongoing, rapid responses to emerging animal health issues.

In an ongoing effort to strengthen its program delivery, the Animal Health Program will continue to update its manuals of procedure manuals, hazard specific plans, guidance documents for industry, and other communications. These updates will facilitate effective preparedness to prevent, control and eradicate transboundary diseases and emerging diseases.

Modernization

The ability to trace pathogens that move among wildlife, domestic animals, and humans is critical to the CFIA's ability to anticipate, prevent, track, respond to, and recover from zoonotic outbreaks. Traceability systems allow organizations to track an animal or plant from one point in the supply chain to another. The CFIA will continue the development of a robust traceability system by building strong information management and information technology systems. This work includes the development of a traceability data integrity framework to help ensure that data used by the system is accurate and complete. Enhancements further enabling authorities with respect to traceability were included in the *Health of Animals Act* at the same time as the *Safe Food for Canadians Act* was enacted. Finally, in support of the development of a single-window traceability tool, the CFIA will continue to work with its provincial partners and industry to sign traceability data sharing agreements.

As per the findings of the 2012 internal evaluation of the Agency's Enhanced Feed Ban Program, the CFIA, in consultation with stakeholders, will develop a Bovine Spongiform Encephalopathy (BSE) roadmap as a communication tool to explain its approach to long-term BSE management planning. Any adjustments conveyed in the roadmap will be science- and outcome-based. As part of the CFIA's regulatory modernization initiative, in 2013–14 the Agency will consult with regulated parties, interest groups, trading partners and other stakeholders on an updated regulatory framework proposal for livestock feed. Additionally, as part of this project, the Agency will consult with stakeholders to update user fees associated with the livestock feed program. In 2013–14 the CFIA will also strengthen planning for the allocation of enhanced Feed Ban resources (both human and financial) within the current governance process by adjusting the frequency of the program inspection based on risk.

Table 2-2: Planning Summary – Animal Health and Zoonotics Program

Financial Resources ($ Millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
131.6	132.0	89.2	89.1

Human Resources (Full-Time Equivalent – FTE)

2013–14	2014–15	2015–16
1,128	804	804

Planned Spending for the Animal Health and Zoonotics Program is declining by $42.9 million from 2013–14 to 2015–16. The major items contributing to this decrease are:

- The Budget 2012 Strategic Operating Review, which includes a more effective response to animal diseases such as moving from eradication to management (for example, Chronic Wasting Disease) in consultation with industry and provinces.
- The sunsetting of a portion of the resources for Bovine Spongiform Encephalopathy (BSE); the CFIA plans to seek renewal of these sunsetting resources.

Discrepancies identified in the 2011–12 Departmental Performance Report regarding the alignment of authorities and FTEs by Program as a result of the renewal of the Program Alignment Architecture in 2011–12, have now been addressed.

Program – 1.2 Animal Health and Zoonotics Program

Program Expected Results	Performance Indicators	Targets
Risks to Canadians from the transmission of animal diseases to humans are minimized	Number of reportable animal diseases that have entered into Canada via specified regulated pathways	0
	Percentage of cases where investigations were completed following the positive identification of a reportable zoonotic disease	100%
Domestic and imported animals and animal products are compliant with Canadian regulations and international agreements	Percentage of legally exported animal and animal product shipments destined for foreign markets that meet certification requirements	99%
	Canada's status on the OIE[7] disease risk status lists remains either "free, controlled risk, or negligible risk"	Status maintained
Risks to the Canadian animal resource base are mitigated	Percentage of cases where investigations were completed following the positive identification of a reportable animal disease	100%
Effective preparedness to prevent, control, and eradicate trans-boundary diseases and emerging diseases	Manuals for CFIA officials are updated as needed	All necessary manual updates are completed
	Number of emergency preparedness simulation exercises conducted versus planned	9
Disease outbreaks in Canada are promptly and effectively responded to	Percentage of detections of reportable transboundary diseases and significant emerging diseases in which an investigation was commenced in a timely fashion	100%
	Percentage of cases where CFIA communicated with key stakeholders in a timely fashion following the confirmation of a transboundary or significant emerging disease	100%

Additional information:

BSE Enhanced Surveillance Program:
http://www.inspection.gc.ca/english/anima/disemala/bseesb/surv/surve.shtml

Animal Diseases: http://www.inspection.gc.ca/english/anima/disemala/disemalae.shtml

Aquatic Animal Health Export Program:
http://www.inspection.gc.ca/english/anima/aqua/exp/expe.shtml

Livestock Traceability: http://www.inspection.gc.ca/english/anima/trac/trace.shtml

[7] OIE: World Organisation for Animal Health

Sub-Program – 1.2.1 Terrestrial Animal Health

Sub-program Expected Results	Performance Indicators	Targets
Federally registered veterinary biologics establishments meet federal regulations	Percentage of inspected federally registered veterinary biologics establishments in compliance with federal regulations	90%
Veterinary biological products in compliance with federal regulations	Percentage of tested veterinary biological products in compliance with federal regulations	100%
Animals in Canada are transported humanely	Percentage of inspected live loads in compliance with humane transport standards	100%

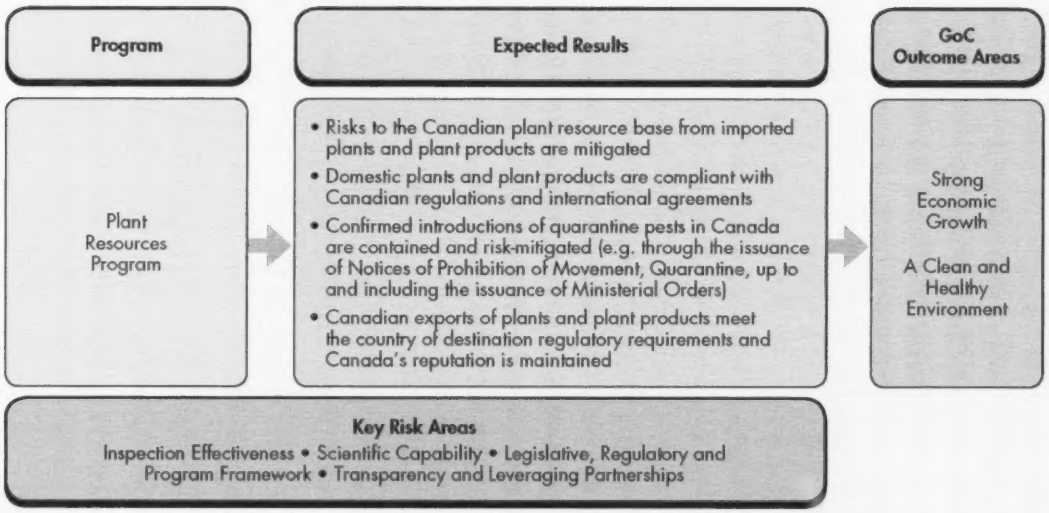
Sub-Program – 1.2.2 Aquatic Animal Health

Sub-program Expected Results	Performance Indicators	Targets
Domestic aquatic animals and their products are compliant with Canadian regulations and meet the standards of international agreements	Percentage of certified aquatic animal and aquatic animal product shipments that meet the receiving country's import requirements	99%
Risks to the Canadian aquatic animal resource base are mitigated	Number of reportable aquatic animal diseases that have entered into Canada via specified regulated pathways	0

Sub-Program – 1.2.3 Feed

Sub-program Expected Results	Performance Indicators	Targets
Feed establishments meet federal regulations	Percentage of inspected feed establishments in compliance with Feeds Regulations and Health of Animals Regulations (Feed Ban), after follow-up, not including labelling tasks	95%
Feed labels meet federal regulations	Percentage of inspected feed facilities in compliance with Feeds Regulations and Health of Animals Regulations (Feed Ban), after follow-up, when assessed against inspection tasks associated with labelling	95%

2.1.1.3 Plant Resources Program


Program
Expected Results
GoC Outcome Areas
Plant Resources Program
• Risks to the Canadian plant resource base from imported plants and plant products are mitigated
• Domestic plants and plant products are compliant with Canadian regulations and international agreements
• Confirmed introductions of quarantine pests in Canada are contained and risk-mitigated (e.g. through the issuance of Notices of Prohibition of Movement, Quarantine, up to and including the issuance of Ministerial Orders)
• Canadian exports of plants and plant products meet the country of destination regulatory requirements and Canada's reputation is maintained
Strong Economic Growth
A Clean and Healthy Environment
Key Risk Areas
Inspection Effectiveness • Scientific Capability • Legislative, Regulatory and Program Framework • Transparency and Leveraging Partnerships

The Plant Resources Program aims to mitigate risks to Canada's plant resource base, which is integral to a safe and accessible food supply, as well as to public health and environmental sustainability. The program achieves its objectives by regulating agricultural and forestry products; mitigating risks to the plant resource base (including crops and forests) from regulated pests and diseases; regulating the safety and integrity of seeds, fertilizers and plant products; and managing plant health emergencies and incidents. The program also guards against deliberate threats to the plant resource base, facilitates the introduction of emerging plant technologies and protects the rights of plant breeders. Achieving the objectives of the program instils confidence in Canada's plants, plant production systems and plant products, and contributes to the health of Canada's plant resources.

Planning Highlights

Prevention is the most effective way for the CFIA to protect the plant resource base. However, should a pest be introduced into Canada, the Agency's goal is to reduce its impact. Work under the Agency's Plant Health Resources Program includes pre-market assessments, import and safety inspections, ensuring compliance with plant program policies, processing of inspection samples, and scientific research to enhance detection across all commodities and inspection methodologies. These activities are also important for market access support.

DID YOU KNOW

In Canada, estimates of annual agricultural sector crop loss and control costs due to weeds are in excess of $2 billion. Preventing weed introduction protects agricultural and environmental sustainability and also has direct impact on maintaining market access and the successful export of Canadian products.

Modernization

The CFIA will continue to strengthen and modernize its programs by clarifying policies, updating manuals and pursing advanced risk mitigation, as well as incorporating new scientific information. As part of this work, the CFIA will be taking a risk-based approach to its prevention activities with the goal of increasing program effectiveness, efficiency and adaptability.

In keeping with its commitments under Budget 2012, the CFIA will continue to work in partnership with federal, provincial and private sector stakeholders to address plant health emergencies, to investigate alternative service delivery approaches (such as the Seed Potato Quality Management program and the Authorized Seed Crop Inspection program), to review de-regulation processes, and to work to align regulations with the United States. The CFIA will maintain regulatory responsibilities and provide strong oversight of alternative service delivery providers through recognition processes such as licensing or registration and the regular monitoring and auditing of the service delivery providers.

In addition, the CFIA will focus its efforts on product safety and on streamlining pre-market assessments to facilitate and expedite access of Canadian producers to safe and innovative agricultural inputs.

As part of the CFIA's overarching regulatory modernization strategy, the Plant Resources Program will be focusing on holding national consultations on Plant Breeder's Rights (PBR) involving farmers, horticulturalists, orchardists, seed companies, and provincial ministries of agriculture.

Programs

In 2013–14, the CFIA will continue to deliver the Plum Pox Management and Monitoring Program (PPMMP). The Plum Pox Virus (PPV) is a plant disease that drastically reduces yields of stone fruit. Specifically, surveys and monitoring activities will continue with the additional goal of creating a baseline of genetic data to help identify new introductions of the PPV in contrast to the existing strains of PPV.

Under the Growing Forward initiative, the Agency will implement the Biosecurity Standards for Potato and Grains & Oilseeds. In addition, work will continue on the review and adoption of biosecurity principles, practices, and standards. This will lead to a policy on an overarching biosecurity approach for plant.

International Support

Plant and plant product imports and exports are an important part of the Canadian economy and actively support – and are dependent upon – a strong Canadian plant resource base. As such, the CFIA will actively participate in the work of the joint US-Canada Beyond the Borders (BTB) and Regulatory Cooperation Council (RCC) initiatives focusing on plant related issues such as:

- Risks associated with Asian Gypsy Moth (AGM) in Asia and Russia
- Wood Packaging Materials from 3rd world countries and in-transit feasibility studies
- Harmonized North America approach to Chrysanthemum White Rust (CWR)
- Greenhouse certification systems (including MOU renewal)

Table 2-3: Planning Summary – Plant Resources Program

Financial Resources ($ Millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
84.3	84.7	74.4	74.1

Human Resources (Full-Time Equivalent – FTE)

2013–14	2014–15	2015–16
856	765	762

Planned Spending for the Plant Health Program is declining by $10.6 million from 2013–14 to 2015–16. The major items contributing to this decrease is the Budget 2012 Strategic Operating Review, which includes shifting from eradication to management of certain plant pests such as the Emerald Ash Borer, as well as transferring non-safety activities to other fully qualified organizations to make more effective use of CFIA resources. This includes vehicle washing activities at ferry terminals in Newfoundland.

Discrepancies identified in the 2011–12 Departmental Performance Report regarding the alignment of authorities and FTEs by Program as a result of the renewal of the Program Alignment Architecture in 2011–12, have now been addressed.

Program – 1.3 Plant Resources Program

Program Expected Results	Performance Indicators	Targets
Risks to the Canadian plant resource base from imported plants and plant products are mitigated	Number of regulated foreign plant pests that enter into Canada through regulated pathways and establish themselves	0
Domestic plants and plant products are compliant with Canadian regulations and international agreements	Percentage of domestic seed, crop inputs and plants with novel traits in compliance with Canadian regulations and international agreements	90%
Confirmed introductions of quarantine pests in Canada are contained and risk-mitigated (e.g. through the issuance of Notices of Prohibition of Movement, Quarantine, up to and including the issuance of Ministerial Orders)	Percentage of confirmed introductions of quarantine pests for which notices are issued	100%
	Percentage of notices issued in a timely manner.	90%
Canadian exports of plants and plant products meet the country of destination regulatory requirements and Canada's reputation is maintained	Percentage of certified plants and plant products shipment (lots) that meet the country of destination phytosanitary import requirements	99%
Additional information: December 2008 OAG report on "Managing Risks to Canada's Plant Resources": http://www.oag-bvg.gc.ca/internet/English/parl_oag_200812_e_31776.html		

Sub-Program – 1.3.1 Plant Protection

Sub-program Expected Results	Performance Indicators	Targets
Pre-border plant pest risks are mitigated	Percentage of inspected shipments from off-shore system approaches or pre-clearance programs in compliance with federal regulations	85%
At-border plant pest risks are mitigated	Percentage of pre-arrival documentation in compliance with Canadian import requirements	90%
Post-border plant pest risks are mitigated	Percentage of new pest detections that have a science based management plan initiated within one year	90%

Sub-Program – 1.3.2 Seed

Sub-program Expected Results	Performance Indicators	Targets
Seed complies with federal regulations	Percentage of tested domestic pedigreed seed lots in compliance with federal regulations	95%
	Percentage of authorized confined releases of Plants with Novel Traits (PNTs) into the Canadian environment that are in compliance with the authorized conditions	90%

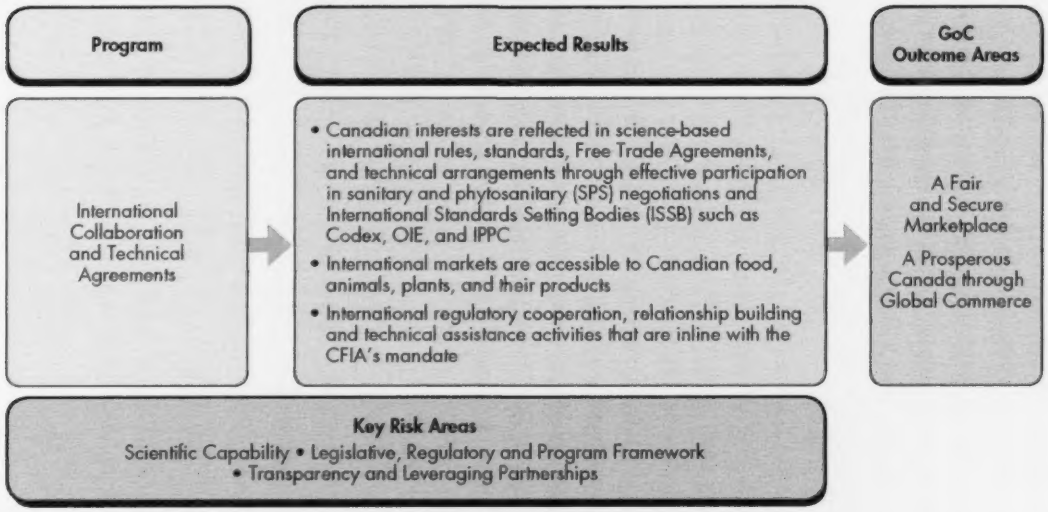
Sub-Program – 1.3.3 Fertilizer

Sub-program Expected Results	Performance Indicators	Targets
Fertilizer and supplement products meet federal regulations	Percentage of inspected fertilizer and supplement products in compliance with federal regulations (Fertilizers Regulations)	90%
	Percentage of submissions reviewed within the prescribed service delivery standards	90%

Sub-Program – 1.3.4 Intellectual Property Rights

Sub-program Expected Results	Performance Indicators	Targets
Plant breeders develop new varieties for the Canadian market	Percentage of Plant Breeders' Rights applications that reach approval and are granted rights	100%

2.1.1.4 International Collaboration and Technical Agreements


Program
Expected Results
GoC Outcome Areas
International Collaboration and Technical Agreements
• Canadian interests are reflected in science-based international rules, standards, Free Trade Agreements, and technical arrangements through effective participation in sanitary and phytosanitary (SPS) negotiations and International Standards Setting Bodies (ISSB) such as Codex, OIE, and IPPC
• International markets are accessible to Canadian food, animals, plants, and their products
• International regulatory cooperation, relationship building and technical assistance activities that are inline with the CFIA's mandate
A Fair and Secure Marketplace
A Prosperous Canada through Global Commerce
Key Risk Areas
Scientific Capability • Legislative, Regulatory and Program Framework
• Transparency and Leveraging Partnerships

Program Description

The Canadian Food Inspection Agency's International Collaboration and Technical Agreements Program contributes to a coherent, predictable, and science-based international regulatory framework that facilitates meeting regulatory requirements of importing countries' food, animals and plants, and their products, resulting in the facilitation of multi-billion dollar trade for the Canadian economy. The program achieves its objectives through actively participating in international fora for the development of international science-based rules, standards, guidelines and policies and the management of sanitary and phytosanitary committees established under international agreements. The CFIA's active promotion of the Canadian science-based regulatory system with foreign trading partners and negotiations to resolve scientific and technical issues contribute to market access.

Based on market demand, the CFIA will also continue to negotiate and certify against export conditions in order to access export markets. The Agency, working with industry and interested stakeholders, will continue to develop and maintain export certification standards (which vary from country to country and commodity to commodity), conduct inspections and issue export certificates.

Planning Highlights

As an active player in the international arena, Canada stays abreast of current activities and approaches taken by foreign countries and aims to enhance partnerships with foreign regulators to build global approaches. In partnership with other countries' regulatory agencies, the CFIA utilizes a variety of engagement strategies to strengthen capacity in the international regulatory framework, increase awareness of regulatory systems within the broader economic development context, and promote information sharing.

In 2013–14 the CFIA will continue to engage international partners in the development and maintenance of bilateral regulatory cooperation. This engagement will support efforts to help identify best practices in food safety, animal, and plant health regulatory approaches, including those targeted at managing the risks associated with imports into Canada, advance resolution of potential issues that may occur and promoting of science-based approaches. This includes work by the Canada-European Union (EU) Veterinary Joint Management Committee (Vet JMC) where regulatory equivalency for red meat traded between Canada and the EU is determined, and Canadian recognition of EU Member States' meat inspection systems is advanced. This engagement also includes continued work with Chinese regulators to address food safety issues of mutual interest under a joint working group. In addition, successful outreach by the CFIA with the Indian Export Inspection Council has created an opportunity to pursue a food safety arrangement in 2013.

The US has been the primary and immediate focus of Canada's international regulatory cooperation efforts. Strengthening regulatory cooperation through the establishment of permanent alignment mechanisms with the US remains a priority for Canada. As a result, the CFIA will continue to implement the initiatives introduced on February 4, 2011 by the Prime Minister of Canada and the President of the United States as part of the Beyond the Border Initiative and Regulatory Cooperation Council. They include, for example:

- development of common approaches to food safety;
- meat cut nomenclature;
- zoning for foreign animal diseases;
- perimeter approach to plant protection; and
- creation of mutual reliance on jointly acceptable food safety laboratory recognition criteria, test results, and methodologies.

The North American Plant Protection Organization (NAPPO) has been instrumental in developing regional phytosanitary standards that facilitate the trade of plants and plant products within North America. The NAPPO Executive Committee (EC) is embarking on a review of NAPPO processes and objectives, with the aim of ensuring that they continue to serve the needs and priorities of the governments of the three NAPPO member countries (Canada, Mexico and the United States). Through an active role on the NAPPO EC and in the special working group that will undertake this project, the CFIA will be a key player in this review, which will start in early 2013 and which will result in the development of an updated NAPPO strategic plan.

In an increasingly competitive and integrated world economy, Canada must effectively influence the development and implementation of coherent and predictable international rules. Participation in international organizations allows Canada to influence the development of rules and standards, play a leadership role, advance our regulatory practices and systems, and encourage the overall adoption of science-based regulation and regulatory best practices on an international level. Continued leadership at the World Trade Organization Sanitary and Phytosanitary (WTO SPS) Committee, the World Organisation for Animal Health (OIE), the International Plant Protection Convention (IPPC) and, partnership with Health Canada at Codex Alimentarius permits the CFIA to shape global rules surounding products movement. Current and future growth and prosperity depend on open world markets and a stable, predictable and transparent trading environment.

Finally, as part of the Global Commerce Strategy and as announced in Budget 2012, the Government of Canada has committed to pursuing an ambitious regional and bilateral free trade agreement agenda to identify new opportunities for Canadian businesses in world markets. As part of this approach, the CFIA, along with the Department of Foreign Affairs and International Trade (DFAIT), will continue to provide technical sanitary and phytosanitary (SPS) expertise to co-lead or engage in the negotiation of the SPS component of free trade agreements as well as other areas related to the CFIA's mandate (i.e. technical barriers to trade, regulatory cooperation, environment, and intellectual property). These efforts include but are not limited to the current free trade agreements being negotiated with the EU, Japan, India, the Trans-Pacific Partnership, South Korea, Morocco, and Ukraine. Additionally, Canada is exploring ways to enhance its trade ties with China.

DID YOU KNOW

Canadian exports of pork and pork products to China rose from $58.8 million in 2010 to $201.8 million in 2011.

Table 2-4: Planning Summary – International Collaboration and Technical Agreements

Financial Resources ($ Millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
31.7	31.7	25.6	25.6

Human Resources (Full-Time Equivalent – FTE)

2013–14	2014–15	2015–16
338	299	299

Planned Spending for the International Collaboration and Technical Agreements is declining by $6.1 million from 2013–14 to 2015–16. The major items contributing to this decrease are:

- The Budget 2012 Strategic Operating Review which includes administrative efficiencies in the areas of management and administration, based largely in Ottawa;
- The sunsetting of resources for the Pork Industry Recovery and Expansion Strategy; the CFIA plans to seek renewal of these sunsetting resources.

Discrepancies identified in the 2011–12 Departmental Performance Report regarding the alignment of authorities and FTEs by Program as a result of the renewal of the Program Alignment Architecture in 2011–12, have now been addressed.

Program – 1.4 International Collaboration and Technical Agreements

Program Expected Results	Performance Indicators	Targets
Canadian interests are reflected in science-based international rules, standards, Free Trade Agreements, and technical arrangements through effective participation in sanitary and phytosanitary (SPS) negotiations and International Standards Setting Bodies (ISSB) such as Codex, OIE, and IPPC	Number of key sanitary and phytosanitary negotiations and international standards setting bodies meetings where the CFIA promoted Canada's interests.	10/Year
International markets are accessible to Canadian food, animals, plants, and their products	Number of unjustified non-tariff barriers resolved	10/Year
International regulatory cooperation, relationship building and technical assistance activities that are in line with the CFIA's mandate	Number of senior level CFIA-led committees with foreign regulatory counterparts	5/Year
	Number of CFIA led technical assistance activities provided to foreign national governments	10/Year
Additional information: AAFC's Market Access Secretariat (MAS): http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1257798989228&lang=eng		

2.1.1.5 Internal Services

Program Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Planning Highlights

Stewardship

As a means of ensuring project success and reducing project risk, the CFIA is committed to implementing an Agency-wide approach to project management for all CFIA projects. During the 2013–14 fiscal year, the CFIA will continue to implement its four-year project management improvement agenda, with particular attention paid to the implementation of the project management policy framework and project management enhancement across the Agency. This will be achieved by continued project management training, direct coaching, and mentoring of CFIA project staff by seasoned project management officers.

The Agency has developed a medium-term strategic plan (IM/IT Campaign Plan) to guide IM/IT activities. Another key initiative within this plan is information management. The objective of this initiative is to better enable active management of the Agency's information holdings in order to fulfill the growing need for timely, consistent, accessible, and trusted information, and to ensure foundational systems are in place to support the Agency's modernization efforts

All organizations at both the federal and provincial level, in Canada as well as other countries are increasingly looking at shared service models to maximize efficiency, reduce cost and eliminate duplication. The CFIA and Agriculture and Agri-food Canada (AAFC) share national headquarter facilities and will share support services in the areas of IM/IT, facilities management, security, parliamentary affairs, ministerial correspondence, and some human resources activities. For example, collaboration with AAFC has always been a priority for the Agency's IM/IT domain as they have been a service provider for several large enterprise applications within the Agency. Recently, the Client Services Centres of both organizations have merged into one consolidated group which leverages resources and provides better service to clients of both the CFIA and AAFC . In 2013–14, collaboration the sharing of services will continue as additional IM/IT functions will be consolidated. The CFIA and AAFC will continue to implement these new shared service models and continue to explore areas where shared services could benefit both organizations.

CFIA procures goods, services, and construction services in support of the Agency's mandate. This involves among other things, purchasing vehicles for the transportation of samples to laboratories, securing protective clothing for staff involved in quarantine situations, performing infrastructure maintenance on custodial laboratories and providing test kits used by our scientific community (e.g. *Listeria*, BSE, scrapie, etc). As a result in 2013–14 the CFIA will enhance our strategic procurement planning by linking procurement planning to project and program planning on an Agency-wide basis.

Additionally, in order to effectively manage the CFIA's custodial facilities and non-custodial accommodations portfolios the CFIA will develop and implement a Real Property Management Framework that supports timely, informed real property management decisions and the strategic outcome of programs. By articulating accountability and decision-making structure, roles and responsibilities, and policies and practices, this framework will provide the blueprint for how CFIA senior executives, managers and employees view, approach, and apply the management of the Agency's significant, custodial and non-custodial real property holdings.

Risk Management

Under the *Emergency Management Act*, all government departments and agencies are mandated to develop, test, and maintain mandate-specific emergency management plans and identify risks within or related to their area of responsibility. In 2013–14, as part of the Agency's commitment to develop the Strategic Emergency Management Plan (SEMP), the CFIA will conduct a risk assessment in an effort to balance and prioritize investments and actions and identify interdependencies across the Agency. From these identified risk elements the CFIA will develop mitigation strategies to help strengthen the National Security Program.

People

In 2013–14 the CFIA will continue to promote values and ethics which enables continued public trust in our ability to deliver our mandate. More specifically we will review and update the CFIA's Conflict of Interest (COI) program which includes certification documents and forms, the establishment of standard operating procedures, and the updating of the *Conflict of Interest and Post-Employment Code*.

The implementation of a new Staffing Framework and Service Delivery Model will leverage HR staffing expertise to improve staffing time and diminish overall costs while ensuring the quality of hiring and creating a bias-free selection process. The new framework and model will innovate staffing through the use of technology, assessment tools and the automation of staffing processes. Staffing service standards will also be implemented, and regular evaluation of staffing compliance and quality will be monitored.

The Agency will be introducing a multi-channel HR contact centre (i.e. telephone, e-mail, mail), that will streamline service delivery for managers and employees to increase efficiency and effectiveness. The Centre's service mandate will be based on five pillars of service:

- transactional processing and access to qualified candidates;
- general HR enquiries;
- intranet navigation guidance;
- life events advice and counselling; and
- advisory services from subject matter experts.

Citizen-Focused Service

Transparent and open communications are becoming an increasingly significant expectation for organizations, including modern regulators like the CFIA. The Agency is committed to providing the public with useful and timely information about the work we do and how we do it. We will continue to improve transparency by making more information widely available to our stakeholders and the public via our website, the Consumer Association Roundtable and social media. The CFIA will also produce an annual report that will highlight the important work undertaken by the CFIA and how that work affects the lives of Canadians.

Moreover, for 2013–14 the CFIA will continue to expand the release of information with a number of projects aimed at consumers and other stakeholders, such as:

- posting targeted food safety survey results as part of the Food Safety Action Plan (FSAP);
- expanding compliance and enforcement data posted on our website; and
- reporting on consumer complaints.

In support of the Agency's commitment to improved service delivery for stakeholders, the Complaints and Appeals Office (created in April 2012), will conduct an analysis of data collected during 2012–13 to identify trends and systemic issues that could present opportunities for improvement.

Additionally, the CFIA will continue to work towards completing a series of Access to Information and Privacy (ATIP) Modernization improvements by developing and implementing a Privacy Policy Framework. Although work began in 2012–13, with respect to this initiative, the new Policy will be finalized and communicated to CFIA staff through information sessions in 2013–14.

Table 2-5: Planning Summary – Internal Services

Financial Resources ($ Millions)

Total Budgetary Expenditures (Main Estimates) 2013–14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
128.1	130.3	116.9	116.6

Human Resources (Full-Time Equivalent – FTE)

2013–14	2014–15	2015–16
898	770	745

Planned Spending for Internal Services is declining by $13.7 million from 2013–14 to 2015–16. The major items contributing to this decrease are:

- The Budget 2012 Strategic Operating Review which includes: administrative efficiencies in the areas of management and administration, based largely in Ottawa;
- Sharing services between CFIA and AAFC including the consolidation of physical locations to improve the effectiveness, efficiency, consistency and quality of service delivery; and
- The transfer of resources to Public Works and Government Services Canada for Consolidation of Pay Services Project.

Discrepancies identified in the 2011–12 Departmental Performance Report regarding the alignment of authorities and FTEs by Program as a result of the renewal of the Program Alignment Architecture in 2011–12, have now been addressed.

Additional information:

CFIA Renewal Plan: http://www.inspection.gc.ca/english/hrrh/renpla/renplane.shtml

CFIA Management Accountability Framework assessment: http://www.tbs-sct.gc.ca/maf-crg/assessments-evaluations/2009/ica/ica-eng.asp

Section III – Supplementary Information

3.1 Financial Highlights

Future-Oriented Financial Statements

The future-oriented financial highlights presented within this RPP are intended to serve as a general overview of the CFIA's future-oriented financial statements, and are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

Future-oriented financial statements can be found on the CFIA's website at: http://www.inspection.gc.ca/english/corpaffr/ar/fin/fine.shtml

Future-Oriented Condensed Statement of Financial Position ($ Millions)			
Future-oriented Condensed Statement of Financial Position For the Year (Ended March 31)	**$ Change**	**Planned Results 2013–14**	**Estimated Results 2012–13**
Total net liabilities	(99)	132	231
Total net financial assets	3	45	42
Agency – net debt	(102)	87	189
Total non-financial assets	3	207	204
Agency – net financial position	105	120	15

Future-Oriented Condensed Statement of Operations and Agency Net Financial Position ($ Millions)			
Future-oriented Condensed Statement of Operations and Agency Net Financial Position For the Year (Ended March 31)	**$ Change**	**Planned Results 2013–14**	**Estimated Results 2012–13**
Total expenses	(29)	854	883
Total revenues	–	52	52
Net cost of operations before government funding and transfers	(29)	802	831
Net cost of operations after government funding and transfers	(117)	(105)	12
Agency – net financial position – beginning of year	(12)	15	27
Agency – net financial position	105	120	15

3.2 List of Supplementary Information Tables

- Details on Transfer Payment Programs (TPPs)
- Greening Government Operations
- Horizontal Initiatives
- Upcoming Internal Audits and Evaluations over the Next Three Fiscal Years
- Sources of Respendable and Non-Respendable Revenues
- Summary of Capital Spending by Program Activity
- User Fees
- Future-Oriented Financial Statements

All electronic supplementary information tables found in the 2013–14 Report on Plans and Priorities can be found on the Canadian Food Inspection Agency's website at http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/eng/1299845094675/1299845189161#dpr

3.3 Tax Expenditures and Evaluations Report

The tax measures presented in the Tax Expenditures and Evaluations publication[8] are the sole responsibility of the Minister of Finance.

[8] The Tax Expenditures and Evaluations Report is available on: http://www.fin.gc.ca/purl/taxexp-eng.asp

Section IV – Other Items of Interest

4.1 Organizational Contact Information

Contact the Canadian Food Inspection Agency via:

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